

THE GLOBAL PARTNERSHIP INITIATIVE



“Toward a Multi-partner World” /// *By Robert Tice Lalka*

In recent years, the world has witnessed many transnational challenges: the September 11 attacks, the rise of non-state actors, global pandemics, economic crises, climate change and a world that has grown closer and more dangerous. Relationships have transcended borders in new ways, from increasingly expansive multinational businesses, nongovernmental organizations and philanthropy to more dynamic, fluid and interconnected professional, religious and diaspora communities.

In this young century, the world has flattened, information exchange has quickened and new technologies have become interwoven into the lifestyles of people everywhere. These powerful networks increasingly define a changing world. This has expanded the influence of new players in international affairs and diminished the impact that traditional actors, including governments, can have when doing business as usual, working independently from these networks.

Harnessing the wealth of capabilities offered by civil society and the private sector has become an opportunity—and a necessity—to succeed in the full range of activities conducted by the Department of State. These formal and informal relationships with non-state actors—or public-private partnerships—are crucial to the Department's success in achieving its foreign affairs goals.

As Department Director of Policy Planning Anne-Marie Slaughter wrote recently in *Foreign Affairs*, “If power is derived from connectivity, then the focus of leadership should be on making connections to solve shared problems. This approach is not only a different leadership style than that which has prevailed in the United States in recent years but also a fundamentally different concept of leadership... The United States

must recognize the necessity of orchestrating networks of public, private and civic actors to address global problems.”

Under Secretary of State Hillary Clinton's leadership, the Department is pursuing this new and enterprising agenda of 21st century statecraft. As she has said, “We will lead by inducing greater cooperation among a greater number of actors and reducing competition, tilting the balance away from a multi-polar world and toward a multi-partner world.”

Through the Global Partnership Initiative, the Department is taking a much more comprehensive and strategic approach to partnerships. The creation of this office was announced at the Global Philanthropy Forum on April 22, when Secretary Clinton said, “The problems we face today will not be solved by governments alone. It will be in partnerships—partnerships with philanthropy, with global business, with civil society.”

These partnerships are at the heart of what Secretary Clinton calls “smart power,” an approach to foreign policy that goes beyond “soft power” and “hard power” by partnering with nongovernmental entities, encouraging interagency collaborative governance and integrating the “three D’s” of diplomacy, development and defense.

Establishing the Office

Secretary Clinton named Ambassador Elizabeth Frawley Bagley, who previously served as Ambassador to Portugal, as Special Representative for Global Partnerships. Kris Balderston serves as Deputy Special Representative for Global Partnerships and Managing Director of the Global Partnership Initiative. The office, located in the Harry S Truman Building, has seven staff members, including Regional Directors Jim Thompson and G. Kevin Saba, and two Presidential Management Fellows serving as global partnership liaisons, Anna Farber



Secretary of State Hillary Clinton speaks at the Global Philanthropy Forum.



Clockwise from left: Regional directors Jim Thompson, left, and G. Kevin Saba meet in the GPI office; Ambassador Elizabeth Frawley Bagley speaks at the TED@State conference; Office Management Specialist Mary Holloway works in the GPI office.

and the author. Mary Holloway is the office management specialist, M. Karen Walker is a Franklin Fellow serving as global partnerships advisor and Robert Haynie serves as global partnerships liaison and manager of the Global Partnership Clearinghouse.

Embassies and missions recognized that the paradigm shifts created by globalization had changed how the Department approaches the way it does business long before GPI was formally launched. In the 1960s, nearly 70 percent of all money flowing from the United States to the developing world was official development assistance; today, more than 80 percent comes from private sources. Rather than passively observing these changes, U.S. embassies and missions are responding with increasingly innovative approaches to achieving the nation's foreign affairs aims.

The Secretary's vision for this new era of partnerships will have the entire Department, aided by GPI, working as

- A convener to bring together people from across regions and sectors to work on issues of common interest.
- A catalyst to launch new projects, actively seek new solutions and provide vital training and technical assistance to facilitate additional projects.
- A collaborator to work closely with partners to plan and implement projects—avoiding duplication, learning from each other and maximizing impact by looking for best practices.



GPI Perspectives

Developing new architecture to fulfill the Secretary's mandate for partnerships is difficult. Yet the GPI staff has committed long hours during the office's start-up phase for outreach to the nongovernmental actors, as well as "in reach" efforts targeting Department leadership, ambassador training, A-100 classes and other venues.

"For me, one of the more exciting elements of the potential of the GPI is the contribution we can make at a grassroots level," said Regional Director Saba. "By engaging in partnerships, we tap into the broad creative talent of our society, as well as those of our partners, forging relationships that hopefully will extend beyond simply addressing immediate problems but also creating opportunities for fostering greater understanding among people of diverse backgrounds and cultures."

Partnerships can empower Foreign Service officers to innovate, engage and manage in more far-reaching and high-impact ways that were previously impossible. Ambassador Bagley has noted that the Department's work with potential partners no longer depends on the least common denominator.

"We will seek the highest possible multiplier effect for the results we can achieve together," she said.

The GPI is developing a number of tools to enhance the diplomatic efforts through partnerships, but one of the most

indispensible is the Global Partnership Clearinghouse.

"GPI encourages more strategic partnership activity with the Department's missions and bureaus and works with offices to establish a more universal understanding of what is a partnership," said Robert Haynie. "These initiatives are tracked in GPI's Clearinghouse, a robust database of all of the public-private partnerships created under chief-of-mission authority and by bureaus and offices domestically."

Launched last month with information on more than a thousand partnerships from the Department of State and the U.S. Agency for International Development, the clearinghouse can be accessed at <http://gpi.state.gov/>.

While the State Department often engages the private sector and civil society to reach new audiences, leverage outside resources and spark innovation, integrating public-private partnerships as a truly strategic component of 21st century diplomacy means taking a new and enterprising approach. It will require a change in the way we conduct our international affairs, and it is therefore up to the men and women serving the Department of State to turn the Secretary's vision for a multi-partner world into reality. ■

The author is a global partnerships liaison and staff member of the Secretary of State's Global Partnership Initiative.



Ambassador Bagley, right, and Deputy Special Representative Kris Balderston confer in GPI's offices.

Office Hosts TED@State Conference

By Robert Tice Lalka

On Ambassador Bagley's first day as Special Representative for Global Partnerships, the Global Partnership Initiative hosted its inaugural event, the first government-sponsored Technology, Entertainment and Design—TED—Talks.

TED began as an organization focused on bringing together the best minds in technology, entertainment and design. It expanded to include science, business, the arts and global issues. Since 1984, TED has challenged great thinkers to give the talk of their lives—in 18 minutes or less.

More than 800 people attended the TED@State conference, including several hundred Department and USAID employees plus guests from the White House, Department of Defense, businesses and nongovernmental organizations. A standing-room-only crowd in Dean Acheson Auditorium heard such speakers as Clay Shirky, who said social media outlets like Twitter have generated "the largest increase in expressive capability in human history."

Before the event, the line of hundreds of guests extended up 23rd Street, NW. Afterward, one attendee called it in an e-mail "the best event that I've ever attended in all of the years that I've been at State."

All of the TED videos can be watched on BNET throughout the month of September or online at http://bnet.state.gov/viewClip.asp?clip_id=1670. They include Oxford Professor Paul Collier speaking on failed and failing states, and the chief executive officer of the Acumen Fund calling for creation of a Global Innovation Fund.